IT Infrastructure Partnership Charter

Last revised: 04/05/06

A. General Information

Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretary – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document.

Project Title:	Implementation of the Comprehensive Infrastructure Agreement
Project Working Title:	CIA Implementation
Proponent Secretary:	Secretary of Technology
Proponent Agency:	Virginia Information Technologies Agency (VITA)
Prepared by:	Fred Duball, Project Manager

Points of Contact

List the principal individuals who may be contacted for information regarding the project.

Position	Name / Title	Phone	E-mail
Project Sponsor	James McGuirk, Chairman of the Information Technology Investment Board		jimmcg@earthlink.net
Program Manager	Lem Stewart, Chief Information Officer of the Commonwealth	(804) 343-9002	lem.stewart@vita.virginia.gov
Project Manager	Fred Duball, Director, Service Management Organization	(804)343-9026	fred.duball@vita.virginia.gov
Proponent Cabinet Secretary	Aneesh Chopra, Secretary of Technology	(804) 786-9579	aneesh.chopra@governor.virginia.gov
Proponent Agency Head	Lem Stewart, VITA and Chief Information Officer of the Commonwealth	(804) 343-9002	lem.stewart@vita.virginia.gov

B. Executive Summary

An Executive Summary is required when Sections C thru G of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this document.

The purpose of this project is to implement the Comprehensive Infrastructure Agreement (CIA) between the Virginia Information Technologies Agency (VITA) and Northrop Grumman Corporation (NG). When fully implemented, the agreement and resulting partnership operating model will change the way information technology infrastructure services are delivered to and managed on behalf of customer agencies and other public bodies of the Commonwealth of Virginia.

The scope and schedule of the project cover the interim and transition phases which includes: 1) establishing the partner relationship and associated governance structures, processes and milestones defined in the CIA; 2) planning and preparation for the extension of employment offers to designated VITA staff and the transition of those who accept offers of employment with NG along with establishing supervisory structures for the "managed employees" – those choosing to remain with VITA as part of infrastructure service delivery; 3) preparation for and assumption of infrastructure delivery operations responsibility by NG among the major technology domains of IT infrastructure; 4) development and coordination of transformation efforts for the various infrastructure domains per the CIA.

C. Project Purpose

Explain the business reason(s) for doing this project. The Project Purpose (the Business Problem and Project Business Objectives) is in the Project Proposal, Section B.

1. Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or IT Strategic Plan.

On November 14, 2005, Governor Mark Warner approved the interim Comprehensive Infrastructure Agreement with Northrop Gruman, submitted by the Information Technology Investment Board (ITIB). The Commonwealth's primary goal in entering into this agreement is to significantly improve its information technology infrastructure systems and the manner in which such systems are operated, supported and maintained. Under the terms of the CIA, NG will deliver specified information technology infrastructure services through VITA to executive branch agencies of the Commonwealth's government, and may do so for independent agencies, local government entities and institutions of higher education. Those services include mainframe, server and desktop computing resources; data and voice network services; video teleconferencing services; help desk services; and information security and disaster recovery services. Additionally, the terms of the CIA require NG to offer employment to all current VITA employees whose duties are "in-scope" to the services that NG will assume responsibility for delivering. NG is to manage the technical activities of those employees who decline the employment offer and instead continue their employment with the Commonwealth as "managed employees."

Considering the scope of the services being assumed by NG, the broad base of executive branch and Commonwealth customers and the impact to VITA along with the sensitivity of transitioning a significant portion of its workforce to a private partner, a thorough and well-managed implementation plan will be required.

2. *Project Business Objectives*

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one project business objective.

Commonwealth or Agency Strategic Plan – Initiative or Critical Issue	Project Business Objectives
Commonwealth Technology Initiative	Revolutionize Service Delivery
Commonwealth Technology Initiative	Consolidate IT Infrastructure
Commonwealth Technology Initiative	Plan, Budget, and Track IT Expenditures
Commonwealth Technology Initiative	Manage IT Procurement
Commonwealth Technology Initiative	Promote Technology-based Economic Development
Enterprise Business Strategy	Meet the Access Needs of Citizens
Enterprise Business Strategy	Improve Efficiency and Effectiveness of Government Services
Enterprise Business Strategy	Make Security Program Improvements
Enterprise Business Strategy	Improve IT Services for Agencies/Workforce
Enterprise Business Strategy	Support Virginia's Economic Development

D. Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

1) CIA capital lease components will be approved by the General Assembly during the 2006 session.
2) The business transformation for VITA's out-of-scope personnel and processes, particularly those related to and in support of the partnership and infrastructure services delivery, are accomplished in a timely manner.
3) Customer agencies and entities actively participate in the planning, communications and change management for technology transformations.
4) Federal and State agencies will support and approve service-based billing and financial arrangements for transformation.

E. Project Description, Scope and Management Milestones

1. Project Description
Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal, Section C.

A four-phase approach will be taken to implement the CIA, consisting of an Interim Phase, a Transition Phase, a Transformation Phase and an Operational Phase.

The Interim Phase began with the signature of the CIA by the CIO on November 14, 2005. During this phase, NG and VITA will jointly plan the transition of service delivery to NG, including transition of the staff currently delivering those services. A variety of change management and communication activities will take place during this period, including, but not limited to the dissemination of information regarding NG employment to all "in-scope" employees and the tendering of employment offers to those employees by NG. In-scope employees will decide to accept or decline those offers, with an incentive being offered for early decisions. Other key deliverables will be developed during this period including comprehensive transition plans and a Procedures Manual that will describe the manner in which services will be delivered, requested and terminated through the life of the CIA. While planning progresses, VITA will work to obtain the approval of the Virginia General Assembly for certain aspects of the agreement that require legislative approval. The Interim Phase currently ends on or about June 30, 2006.

The Transition Phase begins on the Service Commencement Date (SCD), currently July 1, 2006. Effective SCD, NG will assume responsibility for the delivery of information technology infrastructure services as specified in the CIA to the customer agencies. During a 120 day period starting May 1, 2006, those Commonwealth employees who accept NG's offer of employment will terminate their state employment and become NG employees. Northrop Grumman will also assume operational control and responsibility for Commonwealth infrastructure assets and contracts and will begin the process of assuming ownership of those assets or replacing them (except for those assets and contracts that are specifically excluded under the terms of the CIA). NG will also construct and complete a new primary data center in Chesterfield County and a new back-up data center/help desk in Russell County and move current VITA operations into them. NG will also complete the transition of the Commonwealth's email services to a single platform.

The Transformation Phase begins on Service Commencement Date as well, running concurrently with the Transition Phase but focused on the infrastructure services domain specific transformation planning, execution and conversion to current operations.

As part of business transformation towards service management, VITA is establishing the Service Management Organization as a new directorate with primary accountability and related responsibilities, resources and processes for implementing and maintaining the CIA and the relationship with NG.

2. Scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

The scope of this project includes:
- Establishment of a Service Management Organization (SMO) to plan and execute the implementation of the Comprehensive Infrastructure Agreement
- Development and execution of the Comprehensive Infrastructure Agreement (CIA) Implementation Plans

A phased approach to the delivery of services is envisioned by the Comprehensive Infrastructure Agreement, consisting of four phases:
- Interim Phase
    - Started Upon Signature of the CIA by the CIO (Effective Date) (November 14, 2005)
    - Completed on or about June 30, 2006
    - Encompasses start-up, operations transition planning and limited activities related to transition of service delivery employees designated as in-scope to the CIA
- Transition Phase
    - Anticipated Start: Service Commencement Date (SCD) - July 1, 2006
    - Anticipated Completion: December 31, 2006
    - Includes transfer of infrastructure services operational responsibility to NG and completion of employee transition activities
- Transformation Phase
    - Anticipated Start: Service Commencement Date (SCD) - July 1, 2006
    - Anticipated Completion: SCD + 36 months
    - Planning and work streams associated with the technology domain transformations
- Operational or Steady State Phase
    - Anticipated Start: Upon completion of Transition Phase
    - Day-to-day infrastructure services operations fully delivered by NG with incremental domain transformations incorporated as completed

Of these four phases, the scope of this implementation effort is limited to the Interim, Transition and Transformation Phases currently scheduled to June 30, 2009 based on Service Commencement on July 1, 2006.

Establishment of the Service Management Organization
Implementation of the Comprehensive Infrastructure Agreement will be managed by the Service Management Organization (SMO), a new directorate established by VITA. The SMO Director is the Relationship Manager and accountable to the Chief Information Officer of the Commonwealth (CIO) for the overall relationship with NG, including oversight and management of day-to-day infrastructure operations delivered by the partner. The CIO, in turn and as the Commonwealth's Relationship Executive, reports on service delivery to the Information Technology Investment Board. Fred Duball has been named as the Director of the SMO. He is proceeding to establish working relationships with NG and recruit and staff the SMO.

The first tier management positions within the SMO include:
- Senior Transition and Transformation Manager, responsible for transition of infrastructure services and coordination of longer term transformation of each technical tower.
- Service Delivery Senior Manager, responsible for day-to-day operational relationship interface between NG and VITA for service delivery.
- Agency Performance Senior Manager, responsible to ensure that performance meets the Commonwealth's requirement
- Commercial Management (Finance & Contracts) Senior Manager, primary responsibility for the

contract between the Commonwealth and Northrop Grumman, as well as the shared sub-contracts, and pricing governance

Upon successful recruitment and staffing of the Senior Management positions the SMO leadership team will fill the staff level position in the SMO.

The SMO has established offices at VITA headquarters in the Richmond Plaza Building. Northrop Grumman has secured space and co-located with the SMO at the Richmond Plaza Building along with additional overflow space elsewhere in downtown Richmond.

Comprehensive Infrastructure Agreement Implementation Planning
CIA implementation planning will take place during the Interim Phase described above. The CIA envisions the transition of information technology infrastructure service delivery from VITA to NG along the following technology towers:
- Cross Functional
- Internal Applications
- Security
- Help Desk
- Desktop Computing
- Messaging
- Mainframe & Server
- Data Network
- Voice & Video Telecommunications

For each of those towers, detailed plans will be developed jointly by the SMO and NG. Those plans will include identification of the actions to be taken and the milestones to be accomplished, as well as any prerequisite dependencies and any risks and/or issues that are anticipated.

In addition to the transition of information technology infrastructure service delivery, the CIA provides for NG to make offers of employment to all "in-scope" VITA employees. ("In-scope" being defined as "all VITA classified and wage employees personnel who customarily spend all or substantially all (approximately sixty percent (60%) or more) of the time that they are working for VITA in the locations fulfilling responsibilities or performing services related to IT, or the operation, support, or maintenance of the Systems, as of the Effective Date of the agreement;" with specific exceptions listed. This aspect of the CIA will require development and execution of its own plan, including tasks associated with the dissemination of information, delivery of the offer letters and administration of the employees' responses and subsequent onboarding activities. Additionally, change management and communications will be developed for those "in-scope" employees who decline employment with NG but remain VITA employees to facilitate the changes that will occur in day-to-day activities and supervision.

An overarching project management plan or program plan, incorporating the technology tower plans and employee transition plans described above, as well as other high level management tasks will be developed and maintained. In addition, traditional project management activities such as internal governance, reporting, risk identification and management, issue identification and tracking, resourcing and budgeting, coordination for independent verification and validation will be performed.

Comprehensive Infrastructure Agreement Implementation Execution
Once the planning is complete, the execution of the plans will be managed in detail, during the Transition phase. Given the breadth of this effort, it is anticipated that the individual tower managers will be responsible for the execution of the project tasks and reporting milestone accomplishment, issues, risks and other key factors to the SMO Director through the SMO leadership team. That team will act to resolve any issues or problems that arise, bringing resources and guidance to the tower level teams and coordinating between the teams, NG and the retained VITA organization.

Deliverables
The contracted milestones and deliverables are contained within the CIA. Implied milestones and interim

deliverables resulting from those are currently under development as part of the Interim phase.

3. Summary of Major Management Milestones and Deliverables

Provide a list of Project Management Milestones and Deliverables (see Section E of the Project Proposal Document). This list of deliverables is not the same as the products and services provided, but is specific to management of the project. An example of a Project Management Milestone is the Project Plan Completed.

Event	Estimated Date	Estimated Duration
Project Charter Approved	April 6, 2006	
Transition Plan Completed	June 15, 2006	
Begin Project Execution	Interim phase in progress; Transition phase – July 1, 2006	Transition Phase: ~6 months Transformation Phase: ~35 months
Project Execution Completed	Transition phase – Dec 2006 Transformation – Jun 2009	
Project Closed Out	Tbd	

F. Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

1. Authorization

Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.

The Information Technology Investment Board (ITIB) is the project approval authority for this effort. The source of its authority is the Code of Virginia, § 2.2-2458.

2. Project Manager

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.

Lem Stewart, the Chief Information Officer of the Commonwealth, will serve as Program Director and Relationship Executive and will have ultimate responsibility over this project.

Fred Duball, VITA SMO Director, will serve as Project Manager and Relationship Manager, with day-to-day responsibility for management of the integrated project team.
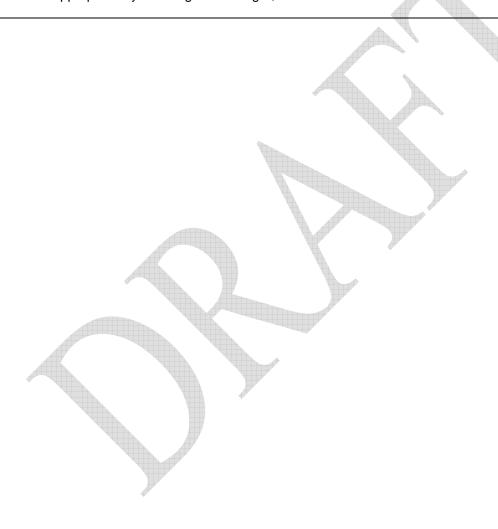
3. Oversight

Describe the Commonwealth or Agency Oversight controls over the project.

The ITIB oversees this project. The Board has designated the IT Infrastructure Committee to receive reports at its regular meetings. The project manager will engage VITA Project Management Division (PMD) for consultation and guidance when reporting to the IT Infrastructure Committee and Board and during consideration and design of options for Independent Verification and Validation (IV&V) for this project. In addition, the project will appear on the Major IT Projects Dashboard.

Given the significance to realize success, IV&V services will be used to assess and report soundness of the partnership's program approach towards transition planning and execution, transformation planning

and related change and communications implications. IV&V provision and conduct must be performed by seasoned, senior professionals with years of pertinent project leadership and Commonwealth experience. They will use minimally invasive methods to engage necessary program resources and artifacts to assess work plan completeness, internal governance, risks and issues and adequate sensitivity to typical challenges experienced in other similar partnership endeavors. They will document and report findings to the IT Investment Board via the ITIB's Infrastructure Committee and Program Director and provide remediation recommendations to the Project Manager on a recurring basis coinciding with the Board and Committee's schedule. The initial review will be structured as a comprehensive "deep dive" of the program with subsequent reviews focused on time sensitive risks and issues, upcoming challenges and response to prior remediation recommendations.

The initial review and report is envisioned to occur in May 2006 in preparation for July's quarterly ITIB meeting and subsequent reviews in the months prior to until the end of the calendar year or such time as deemed appropriate by the Program Manager, the ITIB Infrastructure Committee and/or Board.

G. Project Organization

1. Project Organization Chart
Provide a graphic depiction of the project team. The graphical representation is a hierarchal diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.

Task Force Organization

2. Organization Description
Describe the type of organization used for the project team, its makeup, and the lines of authority.

The Information Technology Investment Board is the supervisory entity for VITA, described in of the Code of Virginia. Lem Stewart, as the Chief Information Officer of the Commonwealth reports directly to the ITIB and provides VITA with day-to-day direction. The CIO will also report directly to the ITIB in his role as Program Director for the project. Additionally, the CIO is the Relationship Executive with regards to NG. The Board has designated the IT Infrastructure Committee to perform the oversight role for this project.

The Service Management Organization (SMO) is the directorate being formed in VITA and charged with accountability and responsibility for the infrastructure delivery relationship. The SMO Director, Fred Duball reports directly to the CIO and will perform the role of Project Manager for the project and Relationship Manager for NG.

The SMO Director will have four directs: the Senior Transition and Transformation Manager, Commercial Management Senior Manager, Service Delivery Management Senior Manager, and Agency Performance Management Senior Manager. Together with subordinate staff and matrix resources within VITA, these managers will constitute the VITA project staff for the implementation. The entire partnership program will include counterparts from NG.

While the SMO has been staffed, Task Forces have been established to begin Interim phase planning for service commencement and the transition of service delivery responsibilities, and in some cases such as in-scope employee transition, actually executing transition plans. They are working with NG partners to facilitate activities and planning until vacancies in the SMO are filled.

- Transition & Transformation Management:
  - o Establish and maintain a single view of project demand, resource allocation, progress and related risks and issues for the IT Infrastructure Partnership Transition and Transformation Program
  - o Coordinate delivery of major projects within the Program
  - o Provide project support and governance across the Program
  - o Understand and communicate Program plans, priorities and overall delivery performance to the SMO, VITA, the Agencies and relevant oversight committees and boards
  - o Support the Project Manager in developing the approach, contracting for and executing IV&V for the program
  - o Ensure overall Program management team effectiveness through coaching and performance management of staff
  - o Champion the Partnership guiding principles to build the IT Infrastructure Partnership culture by "how" we implement the program

- Commercial Management:
  - o Ensure business continuity through the effective management and resolution of 3rd Party contractual issues (i.e., contract expirations, licensing, and maintenance) and ensuring alignment with NG technology strategy and implementation plans.
  - o Ensure integration and alignment between Northrop Grumman and the Service Management Organization's (SMO) requirements to establish and implement procurement, contract management, staff augmentation processes, and other policies/procedures to support the effective delivery of IT services
  - o Ensure integration and alignment between Northrop Grumman's, Financial Management Services' (FMS), and the Service Management Organization's (SMO) requirements to establish and implement financial management processes, as well as policies/procedures to effectively manage the fiscal health of the partnership
  - o Manage and coordinate contract modifications to the CIA, ensure compliance, as well as develop and implement a contract change control process.
  - o Develop and implement an integrated communications strategy with suppliers and SWAMs.

- Service Delivery Management:
  - o Foster awareness and understanding of the VITA Infrastructure Transformation objectives and transition activities with managers, employees, customers and other stakeholders
  - o Hand over current operations from VITA to Northrop Grumman on Service Commencement Date (SCD) with transparency to the customer, and minimal impact to the technical staff
  - o Maintain current (or better) operations and customer service levels while undergoing Transformation
  - o Transform the Commonwealth IT environment over time, making significant improvements on how systems are operated, supported and maintained

- Agency Performance Management:
  - o Serve as an interface to the Agencies and work closely with the Customer Relationship Managers to translate business needs into IT requirements
  - o Provide other SMO groups technical advice on how to best leverage value from VITA's infrastructure capabilities
  - o Assess, monitor and manage the performance of the Infrastructure Provider through service level measurement and customer satisfaction reporting
  - o Develop and manage agency project forecasting and capacity planning oversight

- Human Resources Management:
  - o Ensure all in-scope employees have the information they need to make their own, best-informed decisions about employment
  - o Oversee transition planning activities within the Human Resources (HR) domain and synchronize within the Service Management Organization (SMO) and across VITA and NG
  - o Engage all relevant and available state resources to help employees understand their options (e.g., VRS, DHRM, VGEA)
  - o Ensure successful onboarding of new NG employees on or after SCD
  - o Contribute to the development of tools and materials to enable managers and employees to operate successfully on/after SCD and successfully onboard employees

- Communications Management:
  - o Align program communications to the vision and strategy for the IT Partnership
  - o Help create awareness, buy-in and ownership throughout the Partnership's stakeholders through effective communications
  - o Develop communications strategy, plan and tools to support the communications needs of the Task Forces and program leadership
  - o Manage communication risk and align communicators around consistent, accurate messaging
  - o Coordinate communications across project
  - o Generate positive publicity for the Partnership

- Change Management:
  - o Enable employees to make a smooth transition from VITA IT to either NG or 'managed employee'
  - o Enable managers to operate successfully in the new 'matrixed' environment
  - o Help align leadership and build ownership of the transformation throughout the organizations
  - o Align people and organizations to the needs of the Partnership
  - o Align change management efforts of the Partnership to other transformations within VITA (retained)
  - o Help agency customers experience the value proposition intended by the Partnership
  - o Build change plan, actions, metrics to ensure that all stakeholders of the IT Partnership

are treated appropriately (with respect, engaged, communicated with, etc.)

To facilitate customer participation in the implementation of the Comprehensive Infrastructure Agreement, VITA will establish a Customer Advisory Committee, consisting of representatives of executive branch secretariats, independent agencies, the legislative and judicial branches, as well as local government and the ITIB. This committee will advise the CIO and SMO Director regarding the impact and concerns of their respective entities concerning the implementation of the CIA and transition of services from VITA to NG.

3. *Roles and Responsibilities*
Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist whom are not part of the formal project team but have roles and responsibilities related to the project. Include these stakeholders' roles and responsibilities also.

Information Technology Investment Board (ITIB)
- Supervisory board overseeing VITA
- Ultimate oversight responsibility for implementation of the CIA

IT Infrastructure Committee of the ITIB
- Designated by the ITIB to perform the oversight role
- Will receive periodic reports on the progress of the implementation and provide direction to the implementation effort

Chief Information Officer of the Commonwealth (Program Director)
- Accountable to the ITIB for the success of the CIA
- As the Commonwealth's Relationship Executive, leads the executive relationship with NG
- Chairs the Strategy Committee, the top-level committee responsible for the implementation of the CIA and for maintaining overall alignment between the Commonwealth's sourcing relationship and business strategy

Service Management Organization Director (Project Manager)
- Serves as the Commonwealth's Relationship Manager, the senior manager responsible for the day-to-day activities associated with the implementation of the CIA and operation of the SMO
- Member of the Strategy Committee
- Chairs the Operations Committee, responsible for driving continual improvement of processes and performance.
- Accountable for the overall relationship with NG
- Responsible for supervision of the first-tier managers in the SMO
- In coordination with VITA's Deputy Chief Information Officer, ensures that VITA Directorates provide appropriate and adequate support to the SMO and relationship with NG

Task Force Teams
- While SMO positions are recruited and staffed, task force teams will plan the implementation of the CIA and execute those tasks required to achieve service commencement and other related milestones
- Corresponding SMO senior managers will assume accountability for Task Force planning and deliverables working with their respective Task Forces to ensure continuity

VITA Project Management Division
- Assist the project manager and his team with specific issues and/or problems
- Will include the project on the Major IT Projects Dashboard

Customer Advisory Committee (CAC)
The CAC will provide guidance into the implementation and effectiveness of the SMO/Agency interface arrangements. It will provide guidance into the development of infrastructure plans on alignment with agency needs and will be provided with status of the progress of infrastructure projects. Customer satisfaction reviews will take place on a quarterly basis after the implementation of Service Levels. It will provide insight and input into the selection and application of innovative technologies and process improvement opportunities. It will also assist in the identification of common agency issues and make

recommendations for resolution.

Comprehensive Infrastructure Agreement Governance Structure
The following committees are established by the CIA to provide governance/oversight:

Strategy Committee
The Strategy Committee is composed of the Commonwealth Relationship Executive, the Commonwealth Relationship Manager, any other members of VITA IT leadership team, NG's Relationship Manager and NG's Relationship Executive. The Strategy Committee has responsibility for maintaining overall alignment between the Commonwealth's sourcing relationship and business strategy. It will oversee the overall business and technology relationship between the Parties. It resolves any problems that cannot be resolved by the Operations Committee. The Strategy Committee will meet monthly or as required and will be chaired by the Commonwealth Relationship Executive or his/her designee.

Operations Committee
The Operations Committee is composed of the Commonwealth's Relationship Manager, the Commonwealth's Performance Managers for each Tower, NG's Relationship Manager and NG's Service Delivery Managers for each of the Towers. It is responsible for driving continual improvement of processes and performance. It reviews performance, identifies gaps, reviews Root Cause Analyses and implements solutions. It addresses any problems that cannot be resolved at the Performance Manager level. The Operations Committee serves as a communication forum and is responsible for any changes to operating procedures or contract modifications. It will meet monthly (more frequently during implementation), or as needed, and will be chaired by the Commonwealth's Relationship Manager or his/her designee.

Business Development Committee
The Business Development Committee is composed of representatives from VITA related to business development, Eligible Customer relationship management, and Performance Managers for each Tower, and NG's business development, marketing and Delivery Managers for each of the Towers. It is responsible for assessing and capitalizing on market opportunities. It reviews market opportunities and performance, makes recommendations for growth, assesses market risk, and develops pricing. It meets monthly, or as required by VITA, and is chaired by VITA's designated Business Development Manager.

Communications and Change Management Committee
The Communication and Change Management Committee supports VITA's Strategic Sourcing Initiative. It identifies the steps required to ensure stakeholders are informed and educated about VITA's approach towards identifying, and transitioning the organization to a new structure and operating model. Effective communication strategies and plans help build relationships of trust, manage expectations, encourage commitment, and minimize resistance to change. The VITA Communication and Change Management Strategy and Plan is an ongoing process and is expected to change based on organizational needs and the effectiveness of communication and change management activities and requirements.

Technology Committee
The Technology Committee is composed of the VITA Director of Technology, Architecture and Applications Strategy, VITA Performance Managers and selected VITA IT technical staff, as well as NG Delivery Managers and technical experts. The Technology Committee ensures that NG architecture and standards respond to the Commonwealth business requirements. They review and recommend new technologies that can provide additional competitive value and propose changes to standards. The committee will meet monthly, or more or less frequently as required by VITA, and will be chaired by the VITA Director of Technology, Architecture and Applications Strategy.

H. Resources

Identify the initial funding, personnel, and other resources, committed to this project by the project sponsor. Additional resources may be committed upon completion of the detailed project plan.

Resources	Allocation and Source
Funding	SMO Budget : FY06 - $2.5MM (partial year); FY07 - $7.1MM
Project Team (Full and Part Time Staff)	SMO Director + 20 plus matrix VITA resources (SCM, FMS, Comms, Change, HR) Various consulting and staff augmentation as required.
Customer Support	
Facilities	Office and working space co-located with NG
Equipment	Standard productivity tools and software available to state employees
Software Tools	SharePoint for productivity and collaboration
Other – Partnership Fees Legal Services	At NG discretion not to exceed max exit liability of $3.5MM for Interim Phase planning; Partnership fees for Transformation and Current Operations as scheduled in the Interim Comprehensive Infrastructure Agreement

I.   Signatures

The Signatures of the people below document approval of the formal Project Charter.   The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.

Position / Title	Signature / Printed Name	Date
Project Sponsor James McGuirk, on behalf of IT Investment Board		
ITIB Infrastructure Committee Len Pomata, Chair		
Program Manager and Agency Head Lem Stewart, VITA and CIO of the Commonwealth		
Project Manager Fred Duball, VITA SMO Director		
Proponent Cabinet Secretary Aneesh Chopra, Secretary of Technology		